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**U.S. House of Representatives**

COMMITTEE ON VETERANS' AFFAIRS

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Washington, DC 20515

July 22, 1993

MG Jack C. Wheeler  
Commanding Officer  
U.S. Army Recruiting Command  
Department of the Army  
Fort Knox, Kentucky 40121-2726

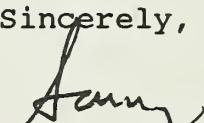
Dear Jack:

Thank you for your recent letter regarding the Army's Concurrent Admissions Program (ConAP) and your kind words regarding my efforts on behalf of the Montgomery GI Bill. The enactment of the newest GI Bill is providing the opportunity for further education for millions of young men and women who serve their country through military service. The ConAP program has further enhanced the educational opportunities for Army recruits.

I want to take this opportunity to thank you for your hard work and untiring commitment to the Army's efforts to recruit the "best and the brightest." You must be very proud of the legacy you leave -- an Army composed of smart, committed, ambitious personnel. Additionally, I have greatly appreciated your keeping me informed about both the successes and the concerns related to Army recruitment.

Again, thank you for your thoughtful letter. It really brightened a Mississippi Congressman's day.

Sincerely,

  
G. V. (SONNY) MONTGOMERY  
Chairman

GVM:ek

**FLARE**

# Recruiter Journal

*September 1993*

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## Mission accomplished

■ The USAR Technical Warrant Officer mission was assigned to USAR field recruiters Jan 1, 1993. A goal of three proponent-qualified packets was assigned to each battalion for 2d and 3d quarters FY 93.

The following AGR recruiters achieved mission plus in the 3d quarter.

### Baltimore

SFC Daniel J. Romanchik, 7

### Brunswick

SFC Glen Smith, 5

### New York City

SFC Helen A. Butcher, 4

### Miami

SFC Anibea Acosta, 6

### Dallas

SFC William W. Gibbs, 6

### Houston

SFC Randall J. Harvey, 5

### Oklahoma City

SFC Curtis B. Mathis, 7

### San Antonio

SFC Xochill Rigney, 6

### Minneapolis

SSG Steve A. Raines, 5

### Sacramento

SSG Terrence J. White, 7

The mission achieved at the end of 3d quarter was 155. Within two quarters, the USAR field recruiters have exceeded the annual accomplishments of FY 92.

## Path to the Point

■ Each year 300 young men and women, of which 160 are Regular Army soldiers, are selected to attend the U.S. Military Academy Preparatory School (USMAPS) at Fort Monmouth, N.J.

USMAPS helps Regular Army soldiers meet the requirements to enter the U.S. Mili-

tary Academy at West Point, N.Y. Studies at USMAPS prepare cadet candidates for admission to West Point through an intensive two-term curriculum focused on English and mathematics, as well as an introduction to computer programming.

In terms of education, it is a "chance of a lifetime" comparable to Officer Candidate School, Warrant Officer Candidate School, and the Green-to-Gold program, but without any previous college-work requirements.

The application deadline for the USMAPS' Class of 1994 is 1 May 1994. Soldiers applying to the Prep School must be U.S. citizens or be able to gain citizenship before entering West Point, must be at least 17 but no older than 21 on July 1 of the Prep School entry year, must be single with no legal obligation to support a child or children and must be a high school graduate or the equivalent with a solid high school background.

For more information, write to the Commandant, USMAPS, MAPS-ADM, Fort Monmouth, N.J., 07703-5000, or call DSN 992-1807/1808.

## Selections for master sergeant

■ The following USAREC sergeants first class have been selected for promotion to MSG. USAREC's average was 11.9 percent, while the overall Army average was 9.3 percent. An asterisk indicates selection from the secondary zone. All are OOR unless otherwise indicated.

### 1st Brigade

Peter McLaughlin  
Teddy B. Hart  
Hugh G. McPhail  
David L. Gonzalez  
Mark L. Adamson  
Edward Kirshy

Loren J. Simpson\*  
Keith A. Evans  
Clay F. Miller  
Vernon O. Cummings  
Steven J. Follmann  
James L. Mullen  
Doyle W. Confer  
Leslie P. Lucas  
Brian K. Peiffer  
Osmond B. Kay  
Donald A. Sapp  
James S. Zapp\*  
Karen M. Flood  
Jorge Munoz-Rodriguez  
Dale A. Leoni  
Danny M. Abele\*  
James E. Ross  
John A. Wise  
Douglas C. Chapman\*  
Paulette Ratcliff  
Timothy R. Randolph

### 2d Brigade

William R. Back  
Michael E. Jacobs  
Jeffrey L. Richards  
Arthur S. Lucas  
Stephen E. Harwig  
Michael C. Curtis\*  
Brigitte P. Joyce (92Y)  
Michael S. Davis  
Edward V. Deskins  
Charlie A. Norman  
Terry M. Johnson  
Toma Cotto-Gonzalez  
Francisco Gonzalez  
Custis G. Lewis  
James L. Harris  
Gary L. Haynes  
Charles E. Ginn  
Phillip B. Harris  
Jeffrey J. Hinton  
Doming Marquez-Rios\*  
James D. Paige  
Chris W. McDermott  
Bruce I. Sherald  
Ernest E. Burson

### 5th Brigade

Juan A. Davilasosa  
Edward J. Spengler  
Joel Van Slambrouck  
Joey Gonzalez Jr  
Casiano Alcaraz  
Warren E. Poole

Eugene A. Roering  
Herbert G. Gold  
Lewis G. Lem  
Murry Q. Toney  
William E. Debo  
Steven W. Baasch  
Michael J. Hughes

## 6th Brigade

Nelson S. Groleau  
Michael R. Horner\*  
James E. Lee  
Daniel P. Laurant  
Gabriel E. Choriego  
William K. Newberry  
Arthur C. Thomas  
Stanley A. Anderson  
Michael A. Surrett  
Paul H. McCaughey  
Ronnie L. Phillips  
Alberto M. Capati  
Eric G. McGarth

## Recruiting and Retention School

Robin L. Ferguson  
Pamela J. Culpepper  
Allister Stickland  
Lemorris Grover  
Richard B. Woodcox  
Steven E. O'Connell  
Kenneth L. Wade  
Maria V. Martinez\*

## HQ USAREC

Bert W. Baty  
Nancy E. Beristain  
Donald K. Talley  
Richard A. Reed  
Chong Y. Yea\*  
Richard P. Maleck (46Z)

Congratulations to all!

## **Aspin implements new homosexual policy**

■ Defense Secretary Les Aspin directed the implementation of President Clinton's new policy on homosexual conduct in the military following the commander-in-chief's announcement at the National Defense University at Fort McNair, July 19. In

a memo to the Joint Chiefs of Staff chairman and service secretaries, Aspin relayed Clinton's policy in which homosexual conduct, not sexual orientation, would be the litmus test for entrance into, or continued service in, the U.S. armed forces.

The interim policy established Feb. 3 will remain in effect until Oct. 1, by which time Aspin directed the service secretaries and other responsible officials to "take such actions as may be necessary to carry out the purposes of this directive."

In Aspin's introductory speech at NDU, he said that "seasoned military judgment" had a vital role in formulating the policy that Clinton described as "a sensible balance between the rights of the individual and the needs of our military . . . ."

In sum, military service applicants will no longer be asked or required to reveal their sexual orientation, but will be informed of the conduct proscribed for members of the armed forces. Sexual orientation will not be a bar to service, unless manifested by homosexual conduct.

The military will discharge members who engage in homosexual conduct, defined as a homosexual act, make a statement that they are homosexual or bisexual; or marry or attempt to marry someone of the same gender. No investigations or inquiries will be conducted solely to determine a servicemember's sexual orientation. Commanders will initiate inquiries or investigations when there is credible information that a basis for discharge or disciplinary action exists.

Sexual orientation, absent credible information that a crime has been committed, will not be the subject of a criminal investigation. An allegation or statement by another that a servicemember is a homosexual, alone, is not grounds for either a criminal investigation or a

commander's inquiry.

Bodily contact between servicemembers of the same sex that a reasonable person would understand to demonstrate a propensity or intent to engage in homosexual acts (e.g., hand-holding or kissing) will be sufficient to initiate separation from service.

However, activities such as association with known homosexuals, presence at a gay bar, possessing or reading homosexual publications, or marching in a gay rights rally in civilian attire will not, in and of themselves, constitute credible information that would provide a basis for initiating and investigation or serve as the basis for an administrative discharge under the new policy.

The listing by a servicemember of someone of the same gender as the person to be contacted in case of an emergency, as an insurance beneficiary or in a similar context, does not provide a basis for separation or further investigation. Also, speech within the context of clergy-penitent, husband-wife or attorney-client communications remains privileged.

No distinction will be made between off-base and on-base conduct. From the time a member joins the service until discharge, the servicemember's duty and commitment to the unit is a 24-hour-a-day, seven-day-a-week obligation.

Military members are required to comply with both the Uniform Code of Military Justice, which is a federal law, and military regulations at all times and in all places. Unacceptable conduct, homosexual or heterosexual, is not excused because the servicemember is not "at work."

Neither investigations nor inquiries will be conducted solely to determine an individual's sexual orientation. Commanders can initiate investigations into alleged homosexual conduct when there is credible information of homosexual acts, prohibited statements or homosexual marriage.

**Army News Service**

## *Establishing goals for '94*

# Set your sights for the new year

**E**ighty percent of all sales people have no clear goals. They don't take time to develop a plan to reach their full potential for success. Therefore, they are programmed for failure from the beginning. All that remains to be decided is how long they can hang on before they find it necessary to change their career.

To be successful you must have clear goals. Why are these goals necessary?

It's really very simple. Your goals are your end results. They're your targets. Your experience should tell you that you can't hit what you can't see. Unless you know what your goals are and can see what you're shooting for, you'll never be able to achieve them.

By defining and writing your goals, and then repeating them aloud to yourself every day, you program them into your subconscious mind. Why is this so important? It's important because it's this part of your mind that controls your actions. Programming your subconscious allows your actions to be in line with your goals. Once this happens, all of your energies will be properly directed into achieving them. In addition, the Law of Attraction will take over, attracting people to you who can help you achieve your potential.

Since goals are the key to self-motivation, the passport to reaching your true potential

(RJ, July 1992), you must be specific in setting them. In this way they will guide your daily efforts and lead you to where you want to be. They will help you reach success. Goals guide your daily efforts and are the key to making you one of the very best in sales.

How do you set sales goals? What steps should you follow to establish them?

If you are not already proactive, the first step is to become that way. Become aware that you are the one who is responsible for what happens to you. Don't sit back, letting external factors control your life. Don't change your direction with the changes of the wind. Take charge of your life. Become proactive. Plan in advance what you are going to do. Focus all of your energy in achieving your goals. Instead of reacting to what others do, develop your interdependence and channel their actions to help you achieve success.

To set effective sales goals, begin with the end in mind. Decide where you want to be at the end of the fiscal year. Determine what you want to achieve. While you can use your previous or future mission assignments and achievements in making these decisions, don't limit yourself to just meeting these numbers. If you want to be among the very best, use these mission assignments and

achievements as the minimum to be exceeded, not the maximum to be achieved.

Once you have established what you are going to achieve for the year, determine what part of that goal you are going to achieve monthly. Then break your monthly goals down to what you must achieve each week, and each day.

Just planning to write a certain number of contracts for the Army or the Army Reserve each week or each month will not guarantee your success. You must carry this a step further. Determine what activities are necessary to reach your goal. For example, to gain an enlistment contract or a commission accession, you must prospect and obtain an appointment, conduct a successful sales interview, and process an applicant. Find out how much of each one of these activities you must do to get one contract.

This information will show you what you have to do each and every day to be sure you will be where you want to be at the end of the fiscal year. This becomes your daily plan. However, this plan alone will not lead you to success without the self-discipline to carry it out every day. It is essential that you make a personal decision to never quit until you have accomplished all that is necessary each day to achieve success. Remain focused on that decision and make a commitment to do whatever is necessary to achieve or exceed all of your requirements.

There will be days when you don't feel like doing all that is necessary to be the best. Yet,

if you have the will, the integrity, and the self-discipline to subordinate those feelings to your values and your goals, you will put first things first. You will remain focused and committed to doing all that is necessary to succeed.

According to Stephen R. Covey in his book "The 7 Habits of Highly Effective People," E.M. Gray was an individual who spent his life searching for the one denominator that all successful people share. He found that it wasn't hard work, good luck, or astute human relations that guaranteed success. "The successful person has the habit of doing the things failures don't like to do," he observed. "They don't necessarily like doing them either. But their disliking is subordinate to the strength of their purpose."

Be proactive, and begin with the end in mind. Then put first things first. Set daily activity goals with the purpose to be the best. Make them your personal crusade. Have a sense of direction and value that will create a burning desire to say "no" to the things that distract you. Don't settle for anything less than being the very best.

**SFC Dennis Margheim, HQ USAREC Training Directorate**

*"Things which matter most  
must never be at the mercy of  
things which matter least."*

— Goethe

## Training Tip

### GOALS: CLARIFYING YOUR REASONS WHY

Personal and family goals are basic to your success. Without them, there is no "why" for what you do professionally. While some people know why they work as hard as they do, many people tend to have a fuzzy idea in their minds as to what is really important to them, both in their professional and personal lives.

The clearer you are about why you want to succeed, which means being clear about your personal goals, the more likely you are to succeed professionally.

Over the next few days try to clarify the reasons why you want to be successful and what success means to you. Identify what's important to you and what you value in life. Then list your most important goals and identify what you are willing to do to achieve them.

With this clarity you can begin to set your sights for success during the next fiscal year.

# Educator tours

Educator tours are a valuable recruiting tool, with both tangible and intangible benefits to the recruiting mission. The Houston Recruiting Battalion has conducted 30 educator tours with 405 participants since 1982. The major accomplishment that resulted from these tours is an increased rapport with education influencers.

Establishing a peer relationship with educators at all levels is the beginning of building rapport on educator tours. Education services specialists who escort "professional educators" on these tours continue these professional relationships after the tour. Titles are forgotten and echelons are minimized — superintendents, principals, counselors and college presidents become Hal, Jim and Linda, rather than "Doctor," "Professor," or "Mrs."

Tour participants generally become very effective influencers because they have experienced first-hand both Army training and work environments. They recognize that the quality of applicants must be high, and they recognize the relationship of education to the needs of the Army.

Rapport established in high schools contributes to school cooperation in obtaining lists, transcripts, access, presentations, and so forth. This relationship is

difficult to measure in dollars, but it also is beneficial when placing RSC assets and scheduling ASVAB testing. This rapport can save time for both recruiters and the ESS, because the peer relationship already exists and can be trusted.

Why continue educator tours

## *Maintenance is the most difficult process to keep going!*

once these relationships are established? The biggest factor is maintenance. Maintenance is the most difficult process to keep going! Many civilians in education today have no military experience. Some may have had military experience 10-20 years ago and are generally amazed to see "today's Army."

High schools, school districts and colleges all have personnel who have not yet been on tours. Also, promotions and other staff changes occur without notice to battalions. Even the best producing schools and those with good rapport can have changes overnight. Make an occasional visit

to school counselors, principals, superintendents and college offices to review established rapport over a cup of coffee. Once a line of communication is broken, the efforts to re-establish communication are much greater. Maintenance is essential!

The relationship must be a candid one, to share problems when they appear. Superficial rapport will soon dwindle; therefore, genuine rapport must be maintained through regular visits.

The message that tour participants bring back to their schools and communities has a reality factor that no TV commercial or promotional item can portray. As participants actually see the high quality training and the caliber of soldiers currently on active duty, the U.S. Army takes on an image not perceived by other means. As participants talk with soldiers where they work, where they train and where they live, the validity of the benefits the U.S. Army can offer is proved.

Educator tour after-action reports verify changed perceptions. Recruiters say they are more likely to get referrals from past tour participants. The bottom line is that we have a good schools program. Educator tours have been a big contributor to this program. The real return is a good schools program that produces quality contracts.

Harold Smith, Houston Bn ESS

# "We have raised expectations"



***— MG Jack C. Wheeler reflects on his time in USAREC***

**H**e's been with USAREC since before there was a U.S. Army Recruiting Command. MG Jack C. Wheeler, then a major, was an action officer in the Pentagon, assigned to the team designing a new concept — recruiting for an all-volunteer Army.

Which means that MG Wheeler has a unique perspective from which to view this command.

"Today's organization is so very, very professional," Wheeler says. "We ask more in thinking, analyzing, and planning, at every level, than we did at the beginning. All of which contributes directly to the differences between the '70s USAREC and the '90s USAREC."

When asked how USAREC has changed over his years with the organization, Wheeler immediately responds, "Quality."

"The decade of the 1990s is seeped in quality,"

he continues. "What our recruiters bring in today would have been a figment of the imagination in 1980, or even in 1985.

"We have raised expectations."

Wheeler also cites as a difference the variance in the sundry missions USAREC has taken on over the years.

"Our focus was once on Regular Army enlisted only. Now, besides our missions with the Reserve and nurses and warrant officers, we have also taken on Special Forces commitments. We added recruiting for Delta Force in 1987, we accomplished special operations recruiting and aviation missions. We will look at recruiting special ops officers this fiscal year."

Wheeler adds that USAREC is now also responsible for Officer Candidate School and Reserve Officer Training Corps referrals.

## **"When all is said and done, it is our recruiters who have made the difference"**

"A lot of people don't know we have a mission to refer 10 percent of the ROTC candidates," Wheeler says.

The near future will bring more of what Wheeler calls "sundry missions."

"In addition to our mission for pre-trained clinical nurses, licensed practical nurses, and respiratory therapists, we will add recruiting for doctors, veterinarians, and dentists in the next 18-24 months," Wheeler says.

Asked about his contribution to USAREC, Wheeler refers to it as his own good fortune.

"I had the extreme good fortune to inherit a dynamite organization," he says. "And to follow in the footsteps of excellent CGs — Max Thurman, Tom Carney, Generals Crowell and Ono. I just added a few blocks to a pretty solid house."

Wheeler credits retired GEN Maxwell R. Thurman with developing the foundation of recruiting as we know it today. Thurman's procedures and analytical methods have proven the test of time, Wheeler says.

As for the blocks Wheeler has added to the solid house of USAREC, he considers the success of the Stay in School/Stay off Drugs campaign to be one of his personal highlights. He is also proud of the growth of the Concurrent Admissions Program, which has recently signed on its ten-thousandth contract.

"These programs, as well as the upcoming Planning for Life, are all designed to show young Americans that they can do anything they want, as long as they work for it," Wheeler says.

"And the quality marks haven't been too shabby," Wheeler comments with a big grin. "That's something I attribute directly to our recruiters."

"Our recruiters are good," he says. "They are expert at what they do. I have no doubt whatsoever that they will carry off our new missions absolutely successfully."

Wheeler calls the recruiting force "multi-dimensional" for three reasons.

"First, recruiters are asked to work autonomously, something they do very, very well. Second, they face, on a daily basis, all the

challenges of our society, because they live and work out there. And finally, we ask them to face young Americans as mentors and role models.

"Roll those three points together and it's easy to understand how we've got the kind of force that attracts the type of young Americans that this Army needs," Wheeler says.

Wheeler says that his proudest moment as the commanding general of USAREC came on Feb. 13, 1993, when at 35,000 feet and in the company of the Army Chief of Staff, he briefed the commander-in-chief of the Russian Federation Ground Forces, General-Colonel Vladimir M. Semenov, on recruiting an all-volunteer force. (*See story in the March 1993 Recruiter Journal.*)

"The Russians may have a difficult time of it, because they don't have the NCO corps that we have. And when all is said and done, it is our recruiters who have made the difference," Wheeler says.

"Our NCOs make a career out of recruiting," he continued. "And they've made it happen in a lot of difficult circumstances. I would tell any



Mrs. Margie Wheeler frequently accompanied the CG to command functions. In November 1992, she participated in activities at Phoenix Battalion. (Photo by Charlotte Ward)



In August 1991, MG Wheeler conversed with Sister Mary Andrew Matesich, president of Ohio Dominican College. Wheeler was a guest speaker during the college's CONAP kick-off. (Photo by Pamela Roberts)



MG Wheeler and a Russian interpreter briefed the commander-in-chief of Russian ground forces, General-Colonel Vladimir M. Semenov, on recruiting an all-volunteer force in February 1993.

leader in this organization to rely on the recruiters and to take care of them. Because I can guarantee that if a leader does those two things, those recruiters will come through every single time.

"I think back to Operation Desert Shield, when the Armed Forces were building up to the eventual Gulf War. And, no doubt, USAREC had trouble in October and November 1990. I think we called it 'mission shock.' But, by golly, in December we were right back on track," Wheeler recalls.

"I am so proud of those recruiters," says the commanding general of U.S. Army Recruiting.

"Recruiters are the best NCOs I have ever worked with."

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***"Recruiters are the best NCOs I have ever worked with"***

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# The Flagship Enterprise

— A day in the life of the CG

by Ginger Morrow, Kansas City A&PA

**R**ecruiting Command: The Final Frontier. This is the story of the Flagship Enterprise, under the command of Major General Jack C. Wheeler, whose unending mission the past four years has been to seek out and find quality young women and men to shape and protect America's future, to gain maturity, skills, and education, and some day, go where no one has gone before.

The four-year mission gave birth to many exciting episodes. It has taken him to many strange worlds and to what, at times, seemed like strange civilizations. Go back with us now to one episode, April 12, 1991: "A Day in the Life of Wheeler."

As the scene opens, it's startime 0630 on a Friday morning. Sitting in the lobby of the Hilton Plaza Hotel, we find the battalion commander and two members of his APA shop sitting quietly. Suddenly, they hear the unmistakable exuberance of the person they're waiting for.

"Good morning, big guy," as the commanding general greets the startled lieutenant colonel. "How's things in the great Kansas City battalion?"

And with that we head for the car and to a day of certainty and uncertainty. The certainty comes from knowing the day is well planned,

well organized, and looking like a perfect combination of PR and recruiting business. The uncertainty is simply "I hope to heck nothing goes wrong."

As we ride in the sedan for the 30-minute drive to a breakfast COI, the small talk begins with periodic briefings of battalion accomplishments, problems, and the upcoming breakfast. The commanding general carefully examines the briefing book prepared for the visit. Who's attending the breakfast? What is their influence? And the general always asks, "What do you want me to do? Anything special?"

As we reach the site, the battalion folks in the car realize that they are no longer tired, the adrenaline is flowing. Wheeler, with his fast



MG Wheeler is interviewed on the air on a Santa Fe, N.M., radio station, KTRC-AM, in April 1993. (Photo by Mike Spradlin)



MG Wheeler helps cut the ribbon at the opening of the Madison-Ridgeland RS, Jackson Battalion.  
(Photo by Jack Hobbs)

walk, positive outlook, and constant upbeat demeanor, has everyone motivated, happy, and anxious to let the show begin. So for the first time today we eat, we talk, we hear Wheeler's presentation, we shake hands, and by 0900, we're off again.

Next stop: live radio, direct from Penn Valley Community College. After a tour of the college, the general slides up to the microphone and for one hour fields questions from the host and a call-in audience. Every question is answered. How he does it is simply masterful; no matter what the question, somehow "skill training," "money for college," and, "see your Army recruiter," is somewhere in the answer.

It is now startime 1100 and time to trek on. You know you should be a little tired, but somehow you never feel it. Wheeler won't let you.

Next destination in the journey is an AUSA COI lunch. Wait a minute; didn't we just have breakfast? A person can get fat on this job. Lunch goes well. We hear the commanding general's presentation for the second time. We shake 50 more hands, and it's time for lift off. Destination: television interview.

It's amazing how loose and comfortable you feel with the CG. He makes you feel like a "dynamite" individual. We arrive at the cable TV studios for a taped, one-half hour interview. The APA chief even has time to pay his monthly cable TV bill as the CG waits for the host to greet him.

Startime 1500 and mission running smoothly. Everyone's happy, the battalion commander is starting to feel like an important member of the Enterprise crew. Next stop: An interview with the Kansas City Star, KC's major daily newspaper.

As we approach the newspaper building, we realize it's been almost nine hours since lift-off

and the general's pace is only increasing. Each and every person sees the same general. There is never a let down. Again, we should be tired, but the adrenaline is flowing even faster.

The general's attitude is so infectious you find yourself wanting more. You find yourself using his vocabulary, but most importantly, you really begin to believe how important your job is and what recruiting means to the nation.

Suddenly, the newspaper interview is over, and a 30-minute break is on the agenda after you drop off the general at his hotel. Thirty minutes? Yipe! You feel like something should have been scheduled. Yet, before you know it you're back at his hotel and you hear it again, "Well, where do we go next? It's been a great day." Hearing those words from the real "big guy" makes you proud to be at his side. He even feels like a friend.

Next on the general's agenda, another COI. Oh boy, the slide show again. I think I know it by heart. Great dinner, great presentation, and a good turn out. He even receives a key to the city.

Then it's back to the hotel, you say good night, and head home for a few hours of shut-eye. Reflecting on the day, you realize it's been 15 hours since we began. There's a problem here. The man has me so pumped up I can't sleep. I just want tomorrow to come when we do it again. One more day before the Enterprise leaves its dock in Kansas City and continues in its quest for many new positive episodes.

Starship log records: 12 April 1991, Kansas City Recruiting Battalion, mission successful.



MG Wheeler has presented many Recruiter Rings during the past four years. Here, SFC Danny Holder, Rockingham, N.C., receives his ring from the CG.  
(Photo by Russ Fitzgerald)

# Ripping through USAREC

*BG Robert Roper recently gave the following interview to JoAdail Stephenson, A&PA chief at Albany Bn.*

**Question:** You've been in USAREC a year. How's the transition been for you, coming from another command into USAREC?

**Answer:** In all candor, I was positive this wasn't what I wanted to do. But, two things happened that changed my mind and convinced me that this is a far more important job than I ever realized. First, Gen. Vollrath, in his presentation last August to the headquarters staff said, "USAREC cannot fail." Nobody ever told me I couldn't fail. They told me [as an armor officer] it was important for me to have my tanks in certain positions to support a battle or be prepared to move out. If I didn't do that, then the operation might be in jeopardy, but never that I couldn't fail. Second, later in the fall last year, Under Secretary of the Army John Shannon said, "The first person who touches every soldier who goes in the Army is the recruiter." At that point in time, I was convinced. I truly began to understand the importance of what every recruiter does out here. Because they're the first to meet a soldier, they are the ones who imbue in them the traits — honesty, candor, dependability, perseverance, courage, confidence — we want in our soldiers. That's a very awesome responsibility as well as filling the foxhole.

**Question:** How do you interface with all the different levels within the command in your role as DCG?

**Answer:** I try to facilitate any actions that will help the recruiting force. When I visit stations, I like to exchange information by finding out what makes certain recruiters successful and then sharing those ideas with others. I also take issues from the field back to USAREC staff and get answers for them. If we're not careful, we will lose sight of the problems people are having down at the station level or at least downplay them. The CG, CSM Hickle and I think that's one of the things we do — bringing issues from the field to headquarters that can help clarify some of the plans and decisions USAREC makes.

**Question:** Do you see any patterns or trends evolving in areas such as DEP management and

*recruiting sales tools/techniques?*

**Answer:** With DEP management right now, we're running an average of about 55 days for people in DEP. Next year, this timeframe will run considerably longer than that. I'm very concerned that we as a recruiting force believe we're better in DEP management than we really are. The longer they're in DEP, more effort is going to have to be spent maintaining that sale. We must let them know they still are very important to us by working with them and helping them throughout the year get ready for basic training. As far as sales tools, most recruiters realize that with the onset of answering machines and other telephone screening devices, phone prospecting has become a less productive sales tool than in the past. Developing face-to-face techniques has taken on a great deal of importance. Interestingly enough, in stations where I find folks doing the basics very well, those stations invariably are successful. What works is recruiters one-on-one with their DEPs, going back to basics and taking care of the soldier once he enters our Army, regardless of how long he's in DEP.

**Question:** While you're in USAREC, in what areas do you focus your attention?

**Answer:** We need to start some kind of process regarding the way we take care of and work with our TTE recruiters and detailed recruiters that will improve our image and our reputation throughout the rest of the Army. They do extremely difficult, hard work, sometimes in fairly difficult situations. I want to make sure that soldiers who come out of recruiting feel that their careers have been enhanced, not threatened, because they've been out here. Our recruiters are far too important to the Army. We need to do things to enhance our TTE and detailed recruiters in every way possible to be successful.



# The Way I See It

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

## A commander writes:

Our battalion family support coordinator has proved to be an exceptional asset to our organization and its members. A retired recruiting company first sergeant, most recently a senior guidance counselor, he is knowledgeable, dedicated to helping and displays great integrity and discretion. He does not substitute himself for the chain of command, but on occasion serves as an outlet for family members or soldiers who need a little unofficial seasoned advice or guidance.

From what I hear, our family support coordinator is among the best (lots of stories out there about FSCs who try to replace the chain of command or who do nothing). He could be more valuable if the command provided structured policy, oversight and continuing training for these folks. Family Support at brigade and USAREC level is not focused (split oversight in the command could improve the effectiveness of all FSCs by providing focused oversight at brigade and USAREC level).

**SUGGESTION:** Hire professional civilian Family Support/Volunteer Services Coordinators at brigade and USAREC. Such resources are important enough (especially in an environment where downsizing is resulting in further degradation to the limited military support structure currently existing) that they should be supported even if the spaces must come from reductions in individual battalion FSCs. FSCs could be redistributed in a manner similar to the assignment of nurse counselors (one to cover more than one battalion).

Our experience indicates there's lots to be gained by having the right person actively helping support our families. Focused command policy making, oversight, training, and selection criteria could help this position become a broader combat multiplier.

## The Chief of Staff responds:

Battalion family services coordinators (FSCs), such as Mr. Robert Hall, do provide invaluable services in support of commanders, soldiers, and family members of the U.S. Army Recruiting Command.

When additional guidance is required, FSCs are able to contact the S-1 offices at brigade level. While there are no FSC positions currently authorized at brigade level, S-1 staff officers and civilians are able to address the problems or refer the FSC to HQ USAREC.

Soldier and Family Assistance Branch is staffed by a GS-11 program manager who is the Acting Branch Chief. Mr. Martin Skulas, whose previous assignment was the Army Community Services (ACS) director at Fort Sheridan, brings to the branch a background of experience and training required to support USAREC FSCs. Assisting Mr. Skulas is SSG Yvette Wilson who has received CHAMPUS training and is available to assist FSCs with CHAMPUS-related inquiries.

While the hiring of civilian coordinators at both brigade and USAREC levels could enhance the support already provided by battalion FSCs, the priority to fill these positions must remain first at the battalion and USAREC levels. Due to the current and projected austerity of the command budget, it is unlikely that additional authorizations for full-time middle management positions will be added.

The cost of diverting a battalion FSC would outweigh possible benefits gained at brigade level.

## A recruiter writes:

My suggestion is to produce a DEP/DTP training video that shows the DEP member how to perform tasks that will be taught to them in Basic Combat Training (BCT): drill and ceremony, map reading, first aid, and any other BCT-related subjects.

The video will help recruiters in their training efforts and also reduce DEP separation. It will also create cohesion between DEP and DTP members. The end result will be less man-hours during BCT focused on the basics and more time allotted for more complicated subjects.

## The Chief of Staff responds:

Thank you for your suggestion, it has merit. You will be pleased to hear we have a video in production stages that closely relates to your suggestion as well as other currently available tools to support this concept.

A new "Common Questions" video has been produced that addresses some of the issues a new soldier will encounter in basic training. Distribution of this video was made to battalion level. Due to funding issues the video disk, which can be used with JOIN, is scheduled for production and distribution to the field in early FY 94.

An interactive video training program on DEP/DTP management is currently in production and scheduled

for release in FY 94. This recruiter-oriented training tool focuses on effective DEP/DTP management. Currently, the DEP/DTP Essential Activity Program is being field-tested in battalions. This program provides a checklist that recruiters may use to familiarize new soldiers with subjects they will encounter at basic training. The DEP/DTP member will be introduced to these subjects during the DEP/DTP orientation and trained one-on-one, as well as through classes conducted by recruiters at scheduled DEP/DTP functions.

While not specifically what you had suggested, these tools are cost-effective and promote interaction with the DEP/DTP soldiers. Additionally, they involve the NCO by allowing hands-on, performance-oriented training of new soldiers. These tools enhance and reinforce the rapport and trust bond established in the sales cycle, ultimately minimizing losses.

Once again, thanks for your suggestion and support of this program. Encourage others to use it as well. Soldiers like you continue to strengthen this command.

#### A recruiter writes:

Currently the authorized wear of the parachute/glider patch is restricted to airborne qualified recruiting personnel serving in a detailed status. The authorization should be extended to all airborne qualified recruiting personnel.

Distinctive uniform items were designed to inspire, provoke challenge, and instill camaraderie and esprit de corps. The parachute/glider patch not only serves as a daily reminder to each qualified recruiter of the strength he must provide, but also as a symbol to the prospective soldier that there are no limits to what you can achieve through Army service. The enlistment incentives that the Army offers are unsurpassed by any branch of the military, but what motivates a young person to make the commitment is their search and desire to be a part of a proud and winning team.

As the Army is reducing the force, the need for airborne type personnel is growing in strength each day, due to limited assets. The Recruiting Command is filling this need with the guaranteed airborne training option. Each day as a recruiter I see quality young people who would have accomplished great things in the Army join another branch simply to wear that uniform.

The airborne training course instills in each paratrooper mission accomplishment first and foremost, regardless of the mission at hand. The bond between paratroopers is unique and they have always displayed

selfless service. The airborne-qualified recruiter is also unique in the fact that he splits that hard-earned bond to better serve the Army [as a recruiter].

I am certain that all the elements involved in the initial decision for authorization exist today. The opportunity for an airborne assignment still exists in recruiting duty (special forces/Delta). The fact that a soldier is considered a valuable asset in recruiting duty and afforded the opportunity to remain and accomplish a very difficult mission should not warrant removal of authorization and denial of such an honor and privilege.

#### The Chief of Staff responds:

Thank you for taking time to share your thoughts concerning the authorized wear of the parachute/glider patch within the Recruiting Command. This distinctive insignia does, indeed, represent the camaraderie, esprit de corps, and excellence of those who have earned the right to wear it.

Certainly, no less exacting are the challenges facing the career recruiter. Esprit de corps and professionalism are the hallmarks of those top soldiers who have chosen to be OOR recruiters. Their excellence is recognized through the awarding of distinctive insignia commensurate with their assignment and accomplishments. Continued wear of the parachute/glider patch does not reflect the current or projected career performance of the OOR recruiter.

Army Regulation 670-1, paragraph 27-29c(2)(b), authorizes qualified airborne personnel detailed as Army recruiters to wear the airborne insignia. Per SGM Taylor, Uniform Policy Action Officer at DA, the wearing of the airborne insignia was restricted to detailed recruiters because once they complete their detailed period, they would, in most cases, be assigned to an airborne unit/position. The possibilities for a soldier in PMOS 00R to be assigned to an airborne position are very slim.

We also contacted SFC Cannamela, Recruiting Operation Directorate; he stated that although the need for airborne personnel in the Army is growing, the need for enlistment under the airborne training option within USAREC has not increased.

Again, thanks for raising this issue, but based on the background information provided, we don't plan on changing our current policy. You should take pride in your past accomplishments and look forward to the continuing challenges and recognition as a career recruiter.

**How do you see it? Send your comments on the form on page 15.**

**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.



**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

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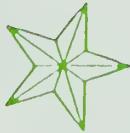
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# USAREC's next commanding general



— MG *Kenneth W. Simpson assumes command on Sep. 14, 1993*

**O**n Sept. 14, 1993, MG Kenneth W. Simpson will assume command of the United States Army Recruiting Command. He comes to USAREC from his last position as Assistant Division Commander (Support), 7th Infantry Division (Light), Fort Ord, Calif.

Simpson was born in Chicago on Feb. 29, 1944, and was raised in Riverside, Calif. He enlisted in the Army in 1963 and served with the 82d Airborne Division, Fort Bragg, N.C. He attended Officer Candidate School at Fort Sill, Okla., where he was commissioned in the field artillery in April 1966.

His field artillery assignments included command of a basic training company at Fort Jackson, S.C.; service as battery executive officer and battery commander in Vietnam; and as an FA battalion commander in Alaska from 1979 to 1982. He commanded the 7th Infantry Division (Light) Artillery at Fort Ord from 1986 to 1988.

In addition to his field artillery assignments, Simpson has held several PERSCOM assignments, first in the Combat Arms Division, U.S. Army Military Personnel Center, Alexandria, Va. He also served on the staff of the Deputy Chief of Staff for Personnel, DA.

After his tour in Alaska, Simpson returned to Washington, D.C., in 1982 to serve first as chief of Field Artillery Branch, MILPERCEN, and then later as chief of the Education and Training Division, NCO Professional Development Study, at

***“[As a battalion commander,] I gained a sense of how important ‘quality’ is in recruiting, because quality in recruiting shows up as quality in the squads and platoons,”***

the Office of the Chief of Staff, Army. He served as Commandant, U.S. Army Sergeants Major Academy, Fort Bliss, Texas, from 1988 to 1990.

Simpson then returned to Washington, D.C., to serve on the Joint Staff as the Vice Director, Operational Plans and Interoperability, J7.

Simpson says that leadership development has been a side specialty of his career and that at least 50 percent of his J7 duties involved the

With MG Jack C. Wheeler, Simpson (left) took part in the recent Planning for Life conference held in Washington, D.C., as part of his introduction to USAREC programs for America's youth. (See story on page 19.)



professional military education system.

As a battalion commander, Simpson says he learned firsthand how important it is to recruit a quality force.

"It was there that I gained a sense of how important 'quality' is in recruiting, because quality in recruiting shows up as quality in the squads and platoons," Simpson says.

Based on his battalion command experience, Simpson says, "The quality we had then is not the quality of today, which is so significantly better than 1980."

The new CG feels his experiences have led him to USAREC. "Nowhere in this Army is a particular NCO more important than in recruiting," says Simpson. "This is where one good noncommissioned officer can make a difference to tomorrow's Army."

Simpson describes his service with the Army Chief of Staff. "The Chief wanted a study of leader development plans to tie together self-development projects, college courses and professional leadership courses. We decided we needed a leader development forum, which later became the magazine of the Sergeants Major Academy, the NCO Journal.

"We also developed the career maps, which are essentially blueprints that describe where a soldier should be in terms of education and professional development at each rank. We eventually will tie promotions to progress on the career map for each MOS," Simpson says.

He continues, "An NCO needs to be proficient in the necessary skills from the day you pin on the stripe. In these days, for the unit's sake and the soldiers' sake, you've got to know what you need to know on day one of getting into a new

position. There will be no more time for on-the-job training."

For recruiters, this means another dimension of "NCO business," because MG Kenneth W. Simpson believes that quality begins at the recruiting station.

"An applicant walks into a recruiting station looking for guidance. A good recruiter is a salesman, yes, but he or she is also a good leader. And a good leader can project self-confidence — if that leader has been properly educated and trained and has that self-confidence," Simpson says.

Simpson holds a bachelor's degree in business administration from California State University, San Bernardino, and a master's degree in management from Central Michigan University. He is a graduate of the Field Artillery Officers Advanced Course, the U.S. Army Command and General Staff College, and the National War College.

His military decorations include the Silver Star, Defense Superior Service Medal with Oak Leaf Cluster, Legion of Merit with Oak Leaf Cluster, Bronze Star Medal, Purple Heart, Meritorious Service Medal with three Oak Leaf Clusters, Army Commendation Medal with V Device and Oak Leaf Cluster, Parachutist Badge, Joint Chiefs of Staff Identification Badge, and the Army General Staff Identification Badge.

He is married to the former Susan Bywater of Riverside, Calif., and they have two children. Their son, Michael, is an Army captain stationed at Fort Drum, N.Y., and their daughter, Katherine Simpson Swetlow, lives in Falls Church, Va.

# Planning for tomorrow

## — *The Army hosts Planning for Life Conference*

by Vernetta Graham, RJ Staff

"We must dedicate ourselves to our nation's greatest asset — the youth of America," says Lieutenant General Thomas P. Carney, the Army's Deputy Chief of Staff for Personnel.

When did you start planning for life and giving serious thought to your career goals? Or maybe you always knew you would be a successful recruiter. But even if you were this attuned to your desires, you still had to develop skills and gain knowledge to attain your goals. Now there are numerous projects across the nation in the works helping our youth to cultivate their talents and become career-minded citizens at an earlier age — Planning for Life.

Recently in Washington, D.C., the Army joined forces with the Committee for Economic Development, education, business, and labor for a Planning for Life Forum. These allies came together to discuss how career planning programs work and how to help our nation remain competitive while helping our young citizens pursue productive and rewarding lives.

More specifically the forum:

- called attention to the need for early career planning as a prerequisite for success in the new work environment
- encouraged partnerships among education, business, government, and labor
- stressed a need to integrate academics, vocational training, work experience, and extracurricular activities into a meaningful plan.

Setting the tone of the forum was Mr. Charles O. Rossotti, chairman, American Management Systems and the Planning for Life Forum chairman stated, "The workplace of today does not resemble the old one, we are experiencing economic and social change, and improving academic preparation is not sufficient. Our nation must realize education is a direct link to a satisfying career and that paths must be set early in life," he continued.

Keynote speaker, Dr. Andrew Hahn, professor

and associate dean, Heller Graduate School, Brandeis University emphasized, "We need to look toward dual education; whatever is learned in the classroom should be reinforced in the workplace and vice versa." In the current climate of business and military downsizing, Americans must see the need for career planning skills. For students, career planning skills are necessary not only as a future work competency, but as a means during schooling to integrate their academics, work experience, hobbies, test scores, and other information about themselves into a meaningful pattern.

Business leaders and educators discussed the decisions students need to make about their future, and what the education system can do to guide those decisions. They exchanged ideas on the role of employers and the community to assist youth in planning for life. Corporations and teachers showed successful examples of effective programs targeted to career planning. Dr. Mary Cross, associate director, Department of Legislation, American Federation of Teachers, pointed out, "Employers need to send a message to schools of what they as employers expect and need."

It was an informative day and attendees were introduced to many new ideas and concepts. To maintain the significant focus of the forum, three panels, with moderators and guiding principles were formed.

The panels' discussions were very specific:

- Reactions from business, education, labor, and the Army on career planning in a tumultuous economy
- The real needs of the nation's students in tomorrow's society
- Programs that work — model career planning initiatives at the middle and high school levels

The guiding principles that allowed the panelists to sustain their focus throughout the discussions were:

- A career is a lifelong process of decision making and adapting to change — skills that must be instilled through teaching and positive examples.
- All Americans have the right to learn career planning skills to equip them for productive and purposeful work throughout life.
- Vocational education and college education are equally critical in creating a competitive American work force.
- Successful career planning is the shared responsibility of schools, employers, communities, parents, and young people.
- Career planning integrated into the classroom empowers teachers, as well as guidance counselors, to stress the relevance of course work to careers.
- Employers benefit by communicating their requirements to educators so that schools can prepare students for the realities of the work world.
- Parents and communities, inspired by integrated community commitment, take an active role in career planning by working closely with schools and industry to set priorities, provide role models, and develop programs applicable both locally and nationally.
- Students who willingly approach career planning as a lifelong process have a head start toward success in today's environment.

Time was not abundant, but each panel had a lively exchange of thoughts and ideas. At the end of the day, there was a question and comments session where attendees had an opportunity to describe their own experiences and receive feedback from the panelists.

The day could be summed up with a comment by Mr. Walter Anderson, editor and senior vice president, Parade Publications, Inc., "The essential challenge for all of us is to properly steer young people toward the most fulfilling ends. Destiny just doesn't happen — it's planned."

### ***The Army's Recognition Program***

Major General Jack C. Wheeler, U.S. Army Recruiting Command, closed the forum by announcing a new recognition program, called the Army Planning for Life Award.

The Army will sponsor a program to recognize exemplary career planning programs in participating states' middle schools and high schools. The Army hopes this recognition program will encourage public and private alliances at state and local levels.

"Our aim is to find them, honor them, and ultimately provide a written compendium of model career-planning case histories to be circulated widely," said Colonel John C. Myers, direc-

tor of Advertising and Public Affairs, U.S. Army Recruiting Command.

Beginning in summer, 1994, Planning For Life recognition will be given annually within each interested state, under the sponsorship of state departments of education and professional education associations. The Army will also sponsor a national award to showcase programs selected for recognition.

Effective career planning is receiving more emphasis by the new administration. "Teachers and principals, parents and politicians, school boards and administrators, business and labor, and national leaders must all join together to pursue our common goal: helping students meet the exacting standards that a competitive international economy will demand of them. We must realize that education is not an isolated, one-time event. It is an ongoing, lifetime attempt to keep up with a pool of knowledge which is growing every day, at fantastic rates," said Secretary of Education, Richard Riley recently.

What is the ultimate payoff of Planning For Life to recruiters? According to Colonel Myers, "Planning For Life has already struck a responsive chord with educators and guidance counselors across the country. Guidance counselors, particularly, are excited about the program and look forward to working with the Army on the recognition phase. The benefit for recruiters will be a much better working relationship with Army recruiting and local and state educational organizations and key individuals."

Effective career planning must be a priority if the nation is to remain competitive and if our citizens are to pursue productive and rewarding lives. With the new Planning For Life program the Army, education, business, and labor are working together to help our youth be all they can be.



Walter Anderson, editor and senior vice president, Parade Publications, Inc. gives the luncheon address during the conference. (Photo by John E. Pellino)

# Zips & zones

— *how to make mission box*

by CPT Michael Stehlik, HQ USAREC, PAE



Ever wonder why recruiters or stations in some areas always seem to make mission, and why recruiters in other areas never seem to make mission?

In short, it could be because of the Recruiter Zone Analysis (RZA). This article describes the RZA process and why it is critical for each recruiter or station commander to understand it.

What is an RZA? It is one of the commander's tools to align his recruiters with the market, insuring that each recruiter has an equitable opportunity to achieve mission box.

The process starts with the station commander. Suppose one of his recruiters is really struggling. The soldier has been adequately trained and is properly implementing the training he has received, yet he rarely makes mission. It is possible that the last RZA did not provide him an adequate zone to make mission. If this is the situation, this zone needs an RZA.

What is a good zone? General guidelines for a good zone are defined as yielding an annual average of 30-36 DoD GSA contracts and containing approximately 250 high school senior males. Additionally, at least 75 percent of a recruiter's market should be within a one hour drive of his station.

How do I start my market analysis?



To start with, you must know your assigned zip codes, the annual average DoD GSA production by zip code, and the high school senior population. Your battalion operations office can provide a copy of the most recently approved RZA identifying the zip codes in your zone(s) and the DoD GSA production for each zip code in the most recent fiscal year (via the S46 report).

You can now initiate your market analysis. The first step is to insure that you are working the zip codes assigned in the RZA document. The RZA document consists of the Automated Territorial Alignment System (ATAS) database, the RZA database, and USAREC Form 569 (TDA listing).

Next, verify that your current zone is the one authorized by the RZA. If either of these are in error, notify your chain of command but continue the analysis for the authorized zone as specified in the RZA document.

Sum the DoD GSA production and the high school senior population by zip code in your zone. If the total DoD GSA is in the range of 30-36 and the senior population between 150-400, then the zone is fair. Suppose, however, the total DoD GSA for your zone is only 18. This zone is not sufficient, and you should notify your chain of command that your zone requires an RZA.

What are your responsibilities



during an RZA? Assume your market analysis indicated that the zone had a DOD GSA production total of three. Your CLT has just informed you that the brigade marketing office will conduct a spot RZA in 6 weeks. You start by analyzing your original data — the approved RZA, past production, and high school data.

Your station commander is responsible for insuring that the zip codes within his station area are aligned so that each recruiter has approximately the same size zone. The authorized number of OPRA recruiters may change depending on this analysis. The station commander must insure each recruiter has an equitable share of the available market.

CLTs need to support the recruiter and station commander market analysis and should personally conduct the market analysis for problem zones.

They will learn two things:

- if the suspect zone or station has an equitable share of the market those recruiters, from a market perspective, should be able to make mission;
  - a tremendous amount about the market potential of the zones or stations.

Battalion operations offices also need to support this market analysis and request for data. If the battalion has numerous zones or stations without sufficient market, the operations office should take this into account when missioning these recruiters until a new RZA is done and implemented. Further, the operations office (in conjunction with the adjutant) should create a decrement list identifying which stations or zones will be staffed first based upon the size of the available market.

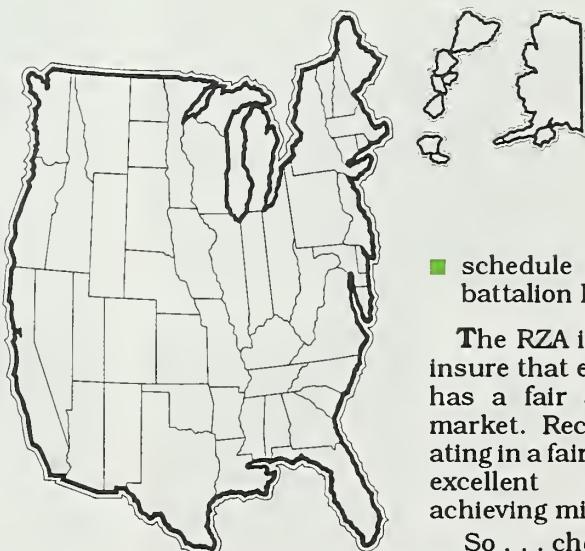
For example, if the operations officer identifies seven zones within the battalion that are not within the acceptable range of past DoD GSA production or high school seniors, then the adjutant should fill those zones with the highest past DoD GSA past production first and those zones with the lowest DoD GSA past production last. Simultaneously, the operations office should request an

*If the suspect zone or station has an equitable share of the market, those recruiters, from a market perspective, should be able to make mission.*

RZA from their brigade marketing office.

Battalions should supply S46 reports and copies of the most recently approved RZA to their CLTs. S46 reports by station can be obtained from USAREC's UNIVAC. After obtaining this data, some CLTs may request an RZA. At this point, the battalion should have the requesting CLT provide their analysis and data (RZA, S46, high school senior count). If the CLT is correct, the operations office should request from their brigade marketing office the historical DoD GSA production by zip code for the past two fiscal years.

If the historical DoD GSA production is under the 30-36 DoD GSA required, then that zone or station does require an RZA. The battalion operations office should contact the brigade marketing office, discuss the findings of the market analysis and determine the best way to remedy the situ-



- conduct a spot RZA, or
  - schedule a complete battalion RZA.

The RZA is designed to insure that each recruiter has a fair share of the market. Recruiters operating in a fair zone have an excellent chance of achieving mission box.

So . . . check your RZA  
and help yourself achieve  
mission box.

## Recruiter and rescuer

**SFC Richard Carby**, full-time Willowbrook Army Reserve recruiter, and part-time civilian volunteer emergency medical technician, long journey towards his nursing goal began in 1978 when he joined the Army's Delayed Entry Program.

After serving as an MP for seven years, he was selected for Regular Army recruiting. After completing his recruiting tour in 1986, he left military service and returned to civilian life.

After being out of the Army for 29 months, Carby, 30, completed his paperwork and raised his right hand once again. Carby was assigned for 18 months as a medical specialist to the 4005th U. S. Army Hospital in Houston.

Having enlisted into a Special Civilian Contract Program for licensed vocational nurses, he received four-weeks of general medical orientation at Fort Sam Houston, Texas, which was his first taste of medical training.

During this time, he completed his Active Guard Reserve Packet. He was sent to Army Recruiter School for the second time,

Although he loved being an Army Reserve recruiter, Carby realized that not being assigned to the 4005th Army Hospital would eventually hurt his chances of continuing with his medical education.

So, he enrolled in the Emergency Medical Technician (EMT) Basic Life Skills (BLS) course at North Harris County College in Tomball to work towards his paramedic diploma.

The six-hour college credit BLS course consists of five

months of intensive training.

Carby was also required to ride an ambulance and have three actual transports to a hospital. To accomplish this mission, he worked as a recruiter during the week, and on weekends completed two 12 hour emergency room rotations at Tomball Medical Center and four ambulance shifts.

To keep his medical career plan moving forward while he continues to work as a recruiter, Carby volunteers his free time on weekends with the Tomball Ambulance Service of the Northwest Rural Emergency Medical Service.

This fall, Carby begins the final phase of training by entering the year-long EMT-Paramedic Course

He must also put in 100 hours on an ambulance and 100 hours in a hospital emergency room. "It will be extremely difficult to achieve this goal, but I'm going to give it my best shot. I can't afford to lose my drive or desire," he said.

"Once I'm a full-fledged paramedic, I will enroll in a university to receive my bachelors of science in nursing," Carby continued. "I will already have received 27 college credit hours towards a nursing degree."

Carby's ultimate goal is to be assigned as a flight nurse with Life Flight from Hermann Hospital in Houston.

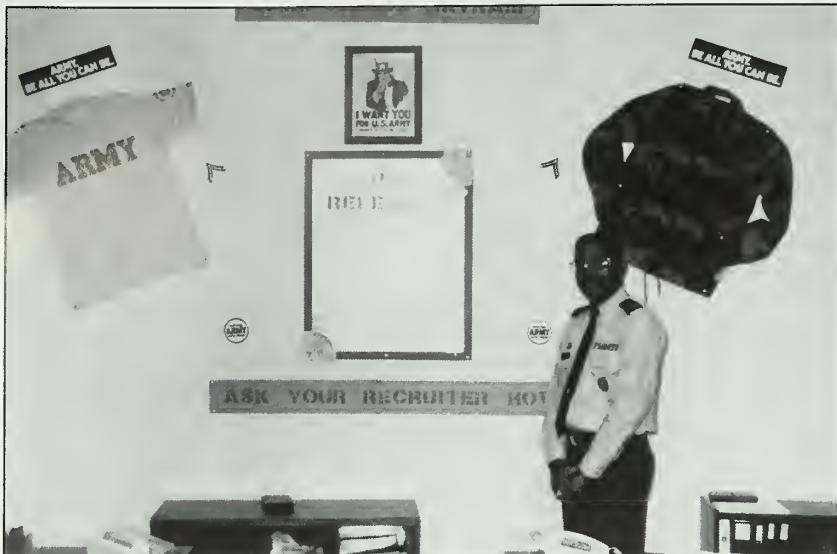
When asked about his basic philosophy of life Carby said, "Set a goal and then take whatever steps are necessary to achieve that goal.

"The saddest event I can imagine for anyone is to be on their deathbed, looking back on life, and realizing all their lost dreams; all the opportunities they never took the initiative to accomplish," he said.

**Jeanne Fitzgerald, Houston Bn A&PA**



**SFC Richard Carby**, a volunteer emergency medical technician, unstraps a pregnant woman from a wheelchair for transporting. (Photo by Larry Meeks)



SFC Jimmy Nealy and the DEP referral board showing items DEP soldiers earn for referrals. (Photo by Cliff Plemmons)

## Referrals up

■ DEP referrals are up at the Jacksonville South Recruiting Station thanks to an innovative idea developed by the recruiters and the station commander with advice from DEP soldiers.

According to SFC Jimmy Nealy, station commander, the increased referrals are the result of a DEP Referral Board originated from ideas of recruiters SFC Allura Holsey, SFC Karl Swed, SSG Ricky Gray, and SGT Brian Herbert. Two DEP soldiers, PVT Sean Whittington and PFC Justin Vann also added their ideas to the project.

Nealy said, "We thought that individual recognition by putting their names in a prominent place in the recruiting station would increase the referrals. That's how the DEP Referral Board came about.

"To promote the board, we held a DEP function and challenged each DEP soldier to outdo their peers. I also told them they were in competition with other recruiting stations in the Jacksonville Company.

I stress pride and when you challenge someone's pride, normally they become more productive. Since the DEP function our referrals have increased and the enthusiasm for the program is overwhelming. One of our DEP soldiers even called us from school between classes with a referral," stated Nealy.

**Ted Jones, Jacksonville Bn A&PA**

## DEP fun

■ MG Jack Wheeler addressed more than 700 Delayed Entry and Delayed Training Program members, their recruiters, and guests at the 1993 Albany Battalion DEP/DTP function held recently at Westover Air Force Base (Mass.)

The airplane hangar which was used and the surrounding paved area provided a large space for exhibits and displays, including an M1 Abrams tank provided by Westover, a Cobra helicopter from the Massachusetts National Guard, a mortar and historical exhibit from the Watervliet Arsenal (N.Y.), a medical display from the 405th Division, USAR, and a Cinema Pod and Medal of Honor exhibit from the Recruiting Support Command.

Wheeler promoted 55 young men and women to the rank of PVT 2 and presented the Recruit Ring to SSG Allen Johnson from the Waterbury (Conn.) Recruiting Station.

**Judy Poland, Albany Bn A&PA**



Recruiters and DEP/DTP members pose around the M1 Abrams tank on display during the Albany Battalion DEP function. (Photo by Jo Adail Stephenson)

## Hot messages

**RECUSAR message 93-046,** subject: Qualifications/Exceptions for MOS 95B (Military Police), has had a direct impact on the qualifications for individuals enlisting/shipping for MOS 95B. Guidance counselors need to review the policy and pass necessary information to recruiters on individuals who have already been enlisted and are waiting to ship to training.

**RECUSAR message 93-047** deals with reorganization and inactivation renegotiations. Soldiers that we have placed in USAR units are again needing our assistance in locating new positions and units. Guidance counselors need to keep this message handy. It provides complete instructions on how to RENO.

**RECUSAR message 93-053, Part I**, outlines the requirements for SP2 shippers to have EN-TNAC results. Remember, all Phase I & II must have a completed ENTNAC.

**RECUSAR message 93-057, Part II**, announced USAR production incentives for RSM August and September.

## Operations NCOs

During the past few months, there have been several changes to the data appearing on the PS List and the IRR Density List which appear on the Consolidate Leads List (CLL). We are working with the automation people and ARPERCEN to standardize these fields.

The delivery man is on the way to your battalion operations. In December, USAR Operations will receive a new 486/33 computer. We hope this will help with the requirements to get all the necessary day-to-day information that is re-

quired to perform your job.

## VACPOT survey results

During the past few months a survey was mailed to each Reserve recruiter. The purpose of the survey was to determine what changes, if any, would improve VACPOT.

## VACPOT Survey Results

Bde	Recruiters	Response
1st	36.9 %	30.8 %
2d	21.0 %	31.4 %
5th	27.4 %	29.5 %
6th	14.7 %	8.3 %
Cmd	100.0 %	100.0 %

Only a few of the questions are being printed.

Question: Do you use the VACPOT as a recruiting tool?

Of those that responded to the question, 81.6 percent said yes; only 14.4 percent said no.

A follow-up question asked was why or why not?

Out of those responding yes to question number 1, the most frequently cited reason was that it saves time, followed by it shows vacancies and it's an extra tool. Those responding no most frequently cited bad addresses and the lack of phone numbers as the reasons.

## Working on fixes

The problem of bad addresses has been substantially reduced since VACPOT began filtering out individuals whose addresses are known to be wrong on the Individual Ready reserve (IRR) data base. USAREC is working on getting telephone numbers added to the IRR data base so they can be included in VACPOT.

A related question: Would you like additional information added to VACPOT?

The overwhelming response was yes. Telephone numbers was the number one item (61.4 percent) followed by character of service (12.0 percent) and correct addresses (10.8 percent).

## You asked for it

Character of service has already been added to your VACPOT. We are also providing date of rank and additional skill identifiers.

Question 6 asked if the monthly production of VACPOT was effective.

While 17.6 percent said no, 82.4 percent said yes.

The final question was should VACPOT be continued? More than 92 percent answered yes and 7.7 percent said no.

Thanks to everyone who responded to the survey. We hope the changes to VACPOT result in an improved product for Reserve recruiting.

## Questions and Comments

If you have a question or idea you want to share with others, write us. Please be as detailed as possible.

Send mail to:

Commander, USAREC  
Director, Reserve Affairs  
ATTN: RCRC-PPS-TIPS  
Fort Knox, KY 40121

The point of contact is MSG Leonard Hirnikel, 1-800-223-3735, extension 4-0873.

1. While recruiting station commanders must ensure lead generation and prospecting activities are sufficient to result in a minimum of three grad/senior males and one grad female appointments conducted per week per recruiter, common sense will be incorporated if the mission is other than grad or senior males and this can be adjusted accordingly.

- A. True
- B. False

2. Daily Performance Review (DPR) between the recruiting station commander and assigned recruiters will be accomplished at the recruiting station at \_\_\_\_\_.

- A. the beginning of each work day
- B. the end of each work day
- C. the beginning or the end of each work day
- D. the discretion of the Recruiting Station commander

3. The terminated file of the centralized PDR filing system will be reviewed \_\_\_\_\_ by the RS commander.

- A. monthly
- B. quarterly
- C. semi-annually
- D. annually

4. During the course of the review of the terminated file, records determined to have no utility as leads will be destroyed. However, no PDR will be destroyed prior to the expiration of \_\_\_\_\_ from the date of initiation.

- A. 90 days
- B. six months
- C. one year
- D. 30 days

5. All recruiters who are not in the TTE program will be evaluated a minimum of once a year utilizing \_\_\_\_\_.

- A. USAREC Form 1040 (Individual Sustainment Tasks)
- B. USAREC Form 1049 (Individual Sustainment Tasks)
- C. USAREC Form 1040 (Individual Training Plan)
- D. USAREC Form 1049 (Individual Training Plan)

6. To be considered successful, a Regular Army recruiter must achieve or exceed his or her assigned missions by category. Additionally, he or she must \_\_\_\_\_.

- A. write at least 1 grad or senior TSC I-IIIA contract/month
- B. write at least 1 grad TSC I-IIIA contract/month
- C. write at least 1 senior TSC I-IIIA contract/month
- D. net at least 1 grad or senior TSC I-IIIA contract/month

7. Only DEP loss due to Human Immunodeficiency Virus (HIV) positive and deaths will qualify for DEP loss forgiveness; mission reductions \_\_\_\_\_ be granted for these losses.

- A. will no longer
- B. will
- C. at the discretion of the brigade commander, may
- D. after review on a case by case basis, may

8. The Recruiting Support Command's normal touring seasons run from \_\_\_\_\_.

- A. mid-September to mid-December and mid-January to end of month May
- B. mid-August to mid-December and mid-January to end of month June
- C. mid-September to end of month November and mid-January to end of month May
- D. mid-August to end of month November and mid-January to end of month June

9. In the event a court refuses to release information for a police records check, a letter or \_\_\_\_\_ will be obtained stating their policy.

- A. USAREC Form Letter 31
- B. affidavit from the senior official
- C. USAREC Form Letter 1037
- D. certified statement on their letterhead

10. When preparing to prospect by telephone, a pre-call plan includes which of the following?

- A. Develop a list of prospects.
- B. Prepare an opening statement.
- C. Prepare your sales message.
- D. All of the above.

11. What is the requirement for senior male contacts by 30 September?

- A. 5 percent
- B. 10 percent
- C. 25 percent
- D. This is left to the discretion of the RS commander

12. It is up to \_\_\_\_\_ to decide the minimum amount of prequalification that is needed when scheduling appointments on the telephone.

- A. the BLT
- B. the CLT
- C. the RS commander
- D. you

13. Which of the following is not an entitlement for an IRR member without any ADT?

- A. Space available travel
- B. Correspondence course training
- C. Army Post Exchange (PX) privileges
- D. Legal assistance

14. If an individual is ordered by USARPERCEN to do an IRR screening and states that he or she is in a troop program unit or the ARNG, do not screen the individual and inform the IRR member to \_\_\_\_\_.

- A. contact his unit commander or unit administrator
- B. contact the IRR Muster Branch
- C. return the packet to USARPERCEN with a letter of explanation
- D. disregard the orders for the IRR screening

15. Applicants selected for a commission in the Army Nurse Corps with concurrent call to AD who score less than \_\_\_\_\_ on the ECLT will be sent for further language training in accordance with AR 621-5, Chapter 8.

- A. 100
- B. 90
- C. 80
- D. 70

(The answers to this month's Test can be found on the inside back cover.)

# CG's Team Excellence

## 1st Quarter

### ALBANY

Europe Company

### ALBUQUERQUE

Amarillo Company

## 2d Quarter

### ALBANY

Europe Company  
Montpelier Company

### ALBUQUERQUE

Amarillo Company

### ATLANTA

Macon Company

### BALTIMORE

Columbia Company  
Delmarva Company  
Landover Company  
Washington Company  
Richmond Company  
Baltimore Company

### BECKLEY

Beckley Company

### BRUNSWICK

Bangor Company  
Boston Company

### CLEVELAND

Akron Company

### COLUMBIA

Asheville Company  
Charleston Company

### COLUMBUS

Newark Company

### DENVER

Casper Company

### DES MOINES

Iowa City Company

### HARRISBURG

Carlisle Company  
Harrisburg Company  
Wilkes-Barre Company

### JACKSON

West Memphis  
Company

### JACKSONVILLE

Savannah Company  
Valdosta Company  
Jacksonville Company

### KANSAS CITY

Joplin Company  
Salina Company

### LANSING

Lansing Company  
Mt Clemens Company  
Dearborn Company  
Grand Rapids  
Company  
Bay City Company  
Pontiac Company

### LOS ANGELES

Covina Company  
Oxnard Company

### MINNEAPOLIS

St Paul Company

### MONTGOMERY

Montgomery Company  
Dothan Company  
Mobile Company

### NEW ORLEANS

Hattiesburg Company

### NEW YORK CITY

Queens Company

### OKLAHOMA CITY

Texarkana Company  
Lawton Company  
Tulsa Company  
Oklahoma Company

### PHOENIX

Tucson Company  
Las Vegas Company  
Tempe Company

### PITTSBURGH

Mercer Company  
Fairmont Company

### RALEIGH

Greenville Company  
Fayetteville Company  
Norfolk Company  
Wilmington Company

### SACRAMENTO

Fresno Company  
Chico Company

### SALT LAKE CITY

Salt Lake Company  
Butte Company

### SAN ANTONIO

Corpus Christie  
Company

### Austin Company

McAllen Company  
San Antonio West  
Company

### SANTA ANA

San Bernadino  
San Diego South  
San Diego North  
Redlands Company

### SYRACUSE

Syracuse Company  
Rome Company  
Buffalo Company  
Olean Company

## 3d Quarter

### ALBANY

Hartford Company  
Europe Company

### ATLANTA

Atlanta East Point  
Company

### MACON COMPANY

Baltimore Company  
Richmond Company  
Landover Company  
Washington Company

### BRUNSWICK

Bangor Company

### CLEVELAND

Cleveland Company

### COLUMBIA

Charleston Company

### COLUMBUS

Columbus Company

### DALLAS

Waco Company

### GREAT LAKES

Lansing Company  
Battlecreek Company  
Bay City Company  
Dearborn Company

### HARRISBURG

Carlisle Company  
Harrisburg Company

### INDIANAPOLIS

Indianapolis Metro  
Company

### JACKSONVILLE

Daytona Beach  
Company  
Savanah Company  
Valdosta Company

### KANSAS CITY

Joplin Company

### LOS ANGELES

Covina Company  
Norwalk Company  
San Fernando  
Company

### MIAMI

San Juan Company

### MONTGOMERY

Birmingham Company  
Dothan Company  
Montgomery Company  
Mobile Company

### NASHVILLE

Clarksville Company

### NEW ORLEANS

Monroe Company  
Phoenix Company  
Tucson Company  
Tempe Company

### RALEIGH

Fayetteville Company  
Winston-Salem  
Company  
Norfolk Company

### SALT LAKE CITY

Salt Lake City  
Company  
Butte Company

### SANTA ANA

San Bernadino  
Company  
Fresno Company  
San Diego North  
San Diego South  
Orange Company  
Redland Company

### SYRACUSE

Buffalo Company

### TAMPA

Tampa Company  
Sarasota Company



# Gold Badges



## ALBUQUERQUE

SGT John M. McCarty

## ATLANTA

SGT George Kinchen III  
SFC Michael T. Delaney

## BALTIMORE

SGT Keith D. Brown  
SGT Michael A. Klacik  
SGT Anthony Clark  
SSG Rex A. Judy  
SSG Douglas R. Champagne

## BECKLEY

SGT Scott A. Dunham  
SSG Frank T. Hewey  
SSG Anthony M. Mayle

## BRUNSWICK

SSG Charles R. Hughes

## CHICAGO

SGT Lyn V. Austin  
SSG Gayle E. Purvis

## COLUMBIA

SGT Randy Johnson  
SSG Regina Mata

SGT Leighton Pulliam  
SSG Kenneth Montes

## DENVER

SSG Carey Duval  
SSG Paul K. Montez

## DES MOINES

SGT Keith R. King  
SSG Michael D. Leach  
SGT Jeffrey S. Hegarty  
SGT Michael Driskell  
SGT Roger H. Roby

## GREAT LAKES

SSG Ronald E. Corrigan  
SSG Donnel Daniels

## HOUSTON

SSG Arthur L. Thomas  
SSG Roy L. Wilson  
SSG Robert L. Bartee

## INDIANAPOLIS

SSG Thomas K. Dirbas  
SSG George D. Smith  
SGT Donnie V. Harris  
SSG Christopher Aniballli  
SSG Jeffrey D. Lapan

## JACKSON

SSG Chester Mullins  
SGT Juanita Randle

## JACKSONVILLE

SGT Harold J. Legrear  
SSG Michael Creel

## MIAMI

SSG Willie Lewis  
SSG Jose Ramos  
SGT James Pellechia

## MINNEAPOLIS

SGT Richard W. Angrist

## MONTGOMERY

SSG Ricky J. Nease  
SSG Mark Mayo  
SGT Douglas Dowdy

## NEW ORLEANS

SGT William Meade

## NEW YORK CITY

SSG James A. Bulger  
SGT Betty J. Fazio  
SSG Abel Ortolaza-Cruz  
SGT Nathan Thompson  
SSG Michael F. Johnson

## PHILADELPHIA

SFC Leonard J. Addis  
SSG Christopher Wyatt  
SSG Charles L. Williams

## PHOENIX

SSG Jeffrey Lincoln  
SSG Kevin Pierce  
SSG David N. Austin  
SSG Tony R. Cullens

## PORTLAND

SGT Michael S. Galvin

## SALT LAKE CITY

SFC Jack M. Hart  
SSG Thomas C. Bennett  
SSG Loren R. Burnham  
SGT Roderick W. Kise  
SSG Samuel K. Haines  
SSG Marcus J. Pitchford  
SFC Deborah Konecny

## SEATTLE

SSG Herbie E. Martin  
TAMPA

SSG Aaron Green



# Rings



## ALBANY

SFC John W. Evans  
SSG Steven J. Mallett

## ALBUQUERQUE

SFC Eduardo D. Brjalba  
SFC David Isnardi  
SSG Paul A. Hartless  
SFC Lloyd D. Parker

## ATLANTA

SFC Sidney O. Douglas  
SSG Michael D. Wilson  
SFC Ernest Lee Jr.

## BALTIMORE

SFC William R. Patrick  
SFC James L. Bacon  
SSG Alton L. Marshall

## BECKLEY

SSG Larry C. Green

## CHICAGO

SFC James A. Green

## COLUMBIA

SSG Anthony Bromell  
SSG James Barnes

## DALLAS

SSG William W. Gibbs  
SFC John Scott  
SFC Michael Hunt

## DENVER

SSG Edward L. Grover  
SFC Edward L. Stakley

## HARRISBURG

MSG Franklin Krajewski

## JACKSON

SFC Bobbie J. Grinon  
SSG Shelly R. Norris

## GREAT LAKES

SSG Scott E. Carie

## HEADQUARTERS

SFC Joseph J. Svab

## MIAMI

SSG Francisco Diaz-Rodriguez  
SSG Maria M. Molina

## MILWAUKEE

SFC Kenneth Vallet-Sandre

## MINNEAPOLIS

SFC Steven P. New

## NASHVILLE

SSG Elvin P. Moss  
SSG Jeffrey S. Miller  
SSG Rufes D. Rasnic Jr.

## NEW ORLEANS

SSG Lonza Williams

## NEW YORK CITY

SSG Carlos J. Sosa-Rivera

## PHILADELPHIA

SFC Jeffrey D. Davis

## PHOENIX

SSG John J. Garcia

## SALT LAKE CITY

SSG Gregory Richardson

## SYRACUSE

SSG John A. Sisenstein

## TAMPA

SFC Alphonzo Mannings

## RSC Schedule

### RSM September 1993

#### Cinema Van

ALBANY, 30 Aug - 6 Sep  
ALBUQUERQUE, 1 - 24 Sep  
BALTIMORE, 17 - 18 Sep  
BECKLEY, 20 - 27 Sep  
CLEVELAND, 2 - 13 Sep  
DENVER, 20 - 27 Sep  
KANSAS CITY, 13 - 24 Sep  
NASHVILLE, 20- 25 Sep  
PHILADELPHIA, 15 - 27 Sep  
PITTSBURGH, 20 - 27 Sep  
ST. LOUIS, 10 - 27 Sep  
SYRACUSE, 25 Aug - 7 Sep

#### Cinema Pods

BALTIMORE, 20 - 24 Sep  
DES MOINES, 31 Aug - 24 Sep  
JACKSONVILLE, 13 - 24 Sep  
MONTGOMERY, 31 Aug - 27 Sep  
ST. LOUIS, 13 - 24 Sep

#### Army Adventure Van

Southwest Virginia Community College, 2 Sep  
PITTSBURGH, 3 - 24 Sep

### RSM October 1993

#### Cinema Vans

ATLANTA, 28 Sep - 15 Oct  
BECKLEY, 28 Sep - 22 Oct  
BRUNSWICK, 30 Sep - 12 Oct  
CHICAGO, 4 - 15 Oct  
DALLAS, 18 - 25 Oct  
DENVER, 28 Sep - 8 Oct  
HARRISBURG, 11 - 25 Oct  
LOS ANGELES, 19 -25 Oct  
MILWAUKEE, 18 - 25 Oct  
NEW ORLEANS, 18 - 25 Oct  
NEW YORK, 14 - 25 Oct  
OKLAHOMA CITY, 28 Sep - 15 Oct  
PHOENIX, 28 Sep - 15 Oct  
PITTSBURGH, 28 Sep - 8 Oct  
SALT LAKE CITY, 12 - 25 Oct  
ST. LOUIS, 28 - 30 Sep

## Answers to the Test

1. A. USAREC Reg 350-7, para 4-3a
2. C. USAREC Reg 350-7, para 2-3b
3. B. USAREC Reg 350-7, para 4-26a
4. B. USAREC Reg 350-7, para 4-26a
5. B. USAREC Reg 350-7, para 8-4
6. D. USAREC Reg 601-73, para 4 b (2)
7. A. USAREC Reg 601-73, para 4 e (1) (b)
8. A. USAREC Reg 601-93, para 2-2
9. C. USAREC Reg 600-94, para 5 a
10. D. USAREC Pam 350-7, para 6-5
11. D. USAREC Reg 350-6, Table 3-1
12. D. USAREC Pam 350-7, para 6-4 d
13. C. USAREC Reg 140-4, para D-6 a
14. B. USAREC Reg 140-4, para D-1 d
15. B. USAREC Reg 601-37, para 5-7 a



MG Jack C. Wheeler explains USAREC's mission and goals to local media during Patriots Day at Ohio Dominican College, Aug. 15, 1991. (Photo by Pamela Roberts)

FLARE

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